### Memorandum



Date:

October 16, 2007

To:

Honorable Chairman Bruno A. Barreiro

and Members, Board of County Commissioners

Supplement to Agenda Item No. 8(A)1a

From:

George M. Burgess

County Manager

Subject:

Supplement to Resolution Approving Award of Five-Year \$22,226,945

Management Agreement for Employee and Public Remote Parking Lot Shuttle

Bus Service at Miami International Airport (MIA), RFP No. MDAD-06-06

The following supplemental information is provided in response to the Airport & Tourism Committee's (ATC) request for costs of the employee shuttle under this management agreement with First Transit versus those that might be incurred in an agreement with Miami-Dade Transit (MDT). Also included is a five-year projection of insurance costs.

At the ATC meeting, it was reported that the salary difference between the First Transit and MDT was \$2 million dollars. In reviewing the spreadsheet prepared by MDT, it was noted that the fringe benefits for First Transit were not included. The attached chart includes that figure and depicts a \$1.3 million difference in salaries. MDT did not pursue further analysis because of the substantial difference in salaries. It should be noted that MDT projected salaries alone are approximately the same as the total budget under the proposed agreement.

In order to avoid any insurance reimbursement issues that have proved problematic in the past, this agreement is crafted to avoid any issues of reimbursing the operator for insurance. As part of the old contract, Workers Compensation, General Liability and Automobile Liability insurance for service vehicles were a reimbursable expense. Automobile Liability coverage was provided by the County for the shuttle buses. Under the new contract, the Workers Compensation, General Liability and Automobile Liability are part of the Management Fee. First Transit will name Miami-Dade County under their catastrophic insurance policy, which will provide \$100,000,000 in coverage. Through the Indemnification Clause, First Transit, Inc. is liable for any claims that may occur out of the performance of their agreement.

As indicated in the following tables, the proposed fee includes all insurances at an annual variance in cost of approximately \$200,000. The County Attorney's Office is recommending that we follow County practices by making the Operator responsible for providing the insurance for their operations. Various parties sued the County following an employee bus accident in 2000 because the County carried the Automobile Liability insurance. The recent accident at Ft. Lauderdale International Airport in which two people were killed and eight other passengers were sent to the hospital with injuries are examples of why it is a good practice for the operator to carry all insurances for their operations. Another benefit associated with this contract includes the protection from increasing insurance costs as the fee is guaranteed for the five-year term.

Honorable Chairman Bruno A. Barreiro and Members, Board of County Commissioners Page 2 of 2

Also, when the company assumes the risk, they have additional motivation for maintaining a safe operation. Finally, the Department has added a dedicated economy park & ride shuttle, which increases risk associated with transporting public parking patrons to the remote lot.

The proposed budget for 2007 under the current contract is \$4,494,768. Under the new contract, the proposed 2008 budget is \$4,439,392. The proposed budget is lower than last year's budget, despite the \$200,000 annual charge in management fee and insurance, through other efficiencies such as purchasing fuel through County and a more fuel efficient fleet.

#### First Transit Budget Comparison

**CURRENT CONTRACT** 

Worker's Compensation: \$152,395 (06/07)
Automobile Liability \$ 12,000
(service vehicles)

General Liability \$ 1,320

Blanket Crime Ins. \$ 4,620

Total Insurance Reimbursable (Annual): \$170.335

Total Insurance Reimbursable (Annual): \$170,335 plus Annual Management Fee: \$97,440

Total Insurance & Management fee (annual): \$267,775

(Does not include automobile liability insurance on the buses- this is covered by County until 10/31/07)

#### PROPOSED CONTRACT

Worker's Compensation:

\$192,050

(5 year average guaranteed, including additional staffing)

Other insurance:

\$167,730

(Includes liability, general liability, blanket crime insurance and automobile liability insurance)

Annual Management Fee:

\$108,350

(An 11% increase over current fee, which was established in 1997)

Annual Insurance & Management Fee:

\$468,130

Monthly fee:

\$ 39.011

For the reasons stated above, it is recommended that the Board approve this resolution as being in the best interest of the County.

Assistant County Manager

## MDT AND FIRST TRANSIT SALARY COMPARISON

SALARIES	MDT*	First Transit	Difference
Administration	418,513	218,140	
Maintenance	697,536	527,576	
Maintenance Overtime	37,022	25,200	
Operations	1,942,798	1,530,632	
Operations Overtime	232,516	168,000	
Total	3,328,385	2,469,548	858,837
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FRINGES	@ 32%		
FICA		188,928	
Group Health Ins.		360,000	
Worker's Comp		Included in Management Fee	
State Unemployment		20,744	
Federal Unemp.		10,866	
Total	1,065,083	580,538	484,545
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Total Salaries & Fringes	4,393,468	\$3,050,086	1,343,382

<sup>\*</sup> Salaries are based on Pay Step 5

At the ATC meeting it was reported that the salary difference between the First Transit and MDT was \$2 million dollars. In reviewing the spreadsheet prepared by MDT it was noted that the fringe benefits for First Transit were not included. The chart above includes that figure and depicts a 1.3 million dollar difference in salaries. MDT did not complete further analysis because the difference in salaries. It should be noted that MDT projected salaries alone are approximately the same as the total budget under the proposed agreement.

# FY 08 EMPLOYEE SHUTTLE BUS BUDGET (OPERATOR – FIRST TRANSIT)

Administration         218,140           Maintenance         527,576           Maintenance Overtime         25,200           Operations         1,530,632           Operations Overtime         168,000           Total         2,469,548           FRINGES         FICA           FICA         188,928           Group Health Ins.         360,000           Worker's Comp         Included in Management Fee           State Unemployment         20,744           Federal Unemp.         10,865           Total Salaries & Fringes         \$3,050,086           VARIABLES CONTROLLABLE         Auditing           Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Tire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         3,100           Total         786,300           Tire Purchases         1,000           Total	SALARIES	Hall we strong and the strong and th
Maintenance Overtime         25,200           Operations         1,530,632           Operations Overtime         168,000           Total         2,469,548           FRINGES         FICA           FICA         188,928           Group Health Ins.         360,000           Worker's Comp         Included in Management Fee           State Unemployment         20,744           Federal Unemp.         10,866           Total         580,538           Total State Seringes         33,050,086           VARIABLES CONTROLLABLE         400           Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting         98,400           Outside Contracting / Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Tire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         3,100           Total         78,600           FIXED CONTROLLABLE         78,400           Tire Rentals		218,140
Maintenance Overtime         25,200           Operations         1,530,632           Operations Overtime         168,000           Total         2,469,548           FRINGES         ***           FICA         188,928           Group Health Ins.         360,000           Worker's Comp         Included in Management Fee           State Unemployment         20,744           Federal Unemp.         10,866           Total         580,538           Total Salaries & Fringes         53,050,086           VARIABLES CONTROLLABLE         ***           Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting/Airside         12,000           In-service Training         4,800           Evel & Lubricants         360,000           In-service Training         4,800           Fuel & Lubricants         360,000           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         3,100           Total         786,300           FIXED CONTROLLABLE         **           Tire Rentals         43,000           Total         75,40		AVE
Operations Overtime         1,530,632           Operations Overtime         168,000           Total         2,469,548           FRINGES         188,928           FICA         188,928           Group Health Ins.         360,000           Worker's Comp         Included in Management Fee           State Unemployment         20,744           Federal Unemp.         10,865           Total         580,538           Total Salaries & Fringes         \$3,950,086           VARIABLES CONTROLLABLE         Auditing           Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting / Airside         12,000           Environmental Waste         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Tire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         30,000           FixeD CONTROLLABLE         32,400           Tire Rentals         43,000           Telephone         32,400           Total		
Operations Overtime         168,000           Total         2,469,548           FRINGES         FICA         188,928           Group Health Ins.         360,000           Worker's Comp         Included in Management Fee           State Unemployment         20,744           Federal Unemp.         10,866           Total         580,538           Total Salaries & Fringes         \$3,050,086           VARIABLES CONTROLLABLE         4           Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting         98,400           Outside Contracting/Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Five Burchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE         786,300           Tire Rentals         43,000           Total         7,200           Utilities         3,000           Total <td></td> <td></td>		
Total         2,469,548           FRINGES         FRINGES           Group Health Ins.         360,000           Worker's Comp         Included in Management Fee           State Unemployment         20,744           Federal Unemp.         10,866           Total         580,538           Total Salaries & Fringes         \$3,050,086           VARIABLES CONTROLLABLE         Auditing           Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting         98,400           Outside Contracting/Airside         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Fuel & Lubricants         360,000           Tire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE         786,300           Tire Rentals         43,000           Telephone         32,400           Total         75,400           Utilities         36,000           Total         43,200		
FRINGES         188,928           FICA         188,928           Group Health Ins.         360,000           Worker's Comp         Included in Management Fee           State Unemployment         20,744           Federal Unemp.         10,866           Total         580,538           Total Salaries & Fringes         \$3,050,086           VARIABLES CONTROLLABLE         400           Maintenance & Repair         1,500           Outside Contracting         98,400           Outside Contracting Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Tire Purchases         1,500           Expandable Tools         6,000           Carrier Supplies         276,000           Office Supplies         36,000           Total         786,300           FIXED CONTROLLABLE         786,300           Tire Rentals         43,000           Telephone         32,400           Total         75,400           Utilities         36,000           Total         75,400           Utilities         36,000		
FICA         188,928           Group Health Ins.         360,000           Worker's Comp         Included in Management Fee           State Unemployment         20,744           Federal Unemp.         10,866           Total         580,538           Total Salaries & Fringes         \$3,050,086           VARIABLES CONTROLLABLE         Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting/Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Inservice Training         4,800           Fuel & Lubricants         360,000           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         3,000           FIXED CONTROLLABLE         786,300           FIXED CONTROLLABLE         32,400           Total         75,400           UTILITIES         32,400           UTILITIES         36,000           Waste Pick-up         7,200           Utilities         36,000           Total         43,200 <th< td=""><td></td><td>2,102,510</td></th<>		2,102,510
Group Health Ins.         360,000           Worker's Comp         Included in Management Fee           State Unemployment         20,744           Federal Unemp.         10,866           Total         580,538           Total Salaries & Fringes         \$3,050,086           VARIABLES CONTROLLABLE         Auditing           Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting         98,400           Outside Contracting/Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Tire Purchases         1,500           Expandable Tools         6,000           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         376,000           Total         786,300           FIXED CONTROLLABLE         Tire Rentals           Tire Rentals         43,000           Total         75,400           UTILITIES         Waste Pick-up           Waste Pick-up         7,200           Utilities         36,000           Total <td></td> <td>188.928</td>		188.928
Worker's Comp         Included in Management Fee           State Unemployment         20,744           Federal Unemp.         10,866           Total         580,538           Total Salaries & Fringes         \$3,050,086           VARIABLES CONTROLLABLE         4           Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting         98,400           Outside Contracting/Airside         12,000           Environmental Waste         1,500           Expandable Tools         6,000           Evel & Supplies         276,000           Office Supplies         5,100           Tire Rentals         43,000           Tire Rentals         43,000		
State Unemployment         20,744           Federal Unemp.         10,866           Total         580,538           Total Salaries & Fringes         \$3,050,086           VARIABLES CONTROLLABLE         4           Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting         98,400           Outside Contracting / Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Fire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE         32,400           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES         36,000           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         Auto Insurance         Included in Management Fee           General Lia		
Federal Unemp.         10,866           Total         589,538           Total Salaries & Fringes         \$3,050,086           VARIABLES CONTROLLABLE         Auditing           Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting         98,400           Outside Contracting/Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Tire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE         43,000           FIXED CONTROLLABLE         32,400           Total         75,400           UTILITIES         36,000           UTILITIES         36,000           UTILITIES         36,000           SEMI-FIXED CHARGES         Included in Management Fee           General Liability         Included in Management Fee           General Liability         Included in Management Fee           Rent Copy Machine         5,400 <td></td> <td></td>		
Total         580,538           Total Salaries & Fringes         \$3,050,086           VARIABLES CONTROLLABLE         3,000           Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting         98,400           Outside Contracting/Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Fire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE         786,300           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES           Auto Insurance         Included in Management Fee           General Liability         Included in Management Fee           Rent Copy Machine         5,400		
Total Salaries & Fringes         \$3,050,086           VARIABLES CONTROLLABLE         Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting/Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Fuel & Lubricants         360,000           Fuel & Lubricants         6,000           Fuel & Lubricants         36,000           Fire Purchases         276,000           Geffice Supplies         5,100           Fortial         786,300           FIXED CONTROLLABLE         Tire Rentals           Tire Rentals         43,000           Telephone         32,400           Total         7,200           UTILITIES         Value           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES           Auto Insurance <td< td=""><td></td><td>The state of the s</td></td<>		The state of the s
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Auditing         9,000           Maintenance & Repair         1,500           Outside Contracting         98,400           Outside Contracting/Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Tire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE         43,000           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES         Waste Pick-up           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         Auto Insurance           Auto Insurance         Included in Management Fee           General Liability         Included in Management Fee           General Liability         Included in Management Fee           General Copy Machine         5,400           License & Permit Fee         3,000		\$3,030,000
Maintenance & Repair         1,500           Outside Contracting         98,400           Outside Contracting/Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Tire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE         Tire Rentals           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES         36,000           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         Included in Management Fee           General Liability         Included in Management Fee           General Liability         Included in Management Fee           Rent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262 <td></td> <td>0.000</td>		0.000
Outside Contracting/Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Fuel & Lubricants         360,000           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE         43,000           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES         36,000           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         36,000           Auto Insurance         Included in Management Fee           General Liability         Included in Management Fee           Fent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262		NAME OF TAXABLE PARTY O
Outside Contracting/Airside         12,000           Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Tire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES         36,000           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         36,000           Auto Insurance         Included in Management Fee           General Liability         Included in Management Fee           Rent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Management Fee         468,130		
Environmental Waste         12,000           In-service Training         4,800           Fuel & Lubricants         360,000           Tire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE         43,000           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES         36,000           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         36,000           Auto Insurance         Included in Management Fee           General Liability         Included in Management Fee           Crime Insurance         Included in Management Fee           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262		A CONTRACTOR OF THE CONTRACTOR
In-service Training		
Fuel & Lubricants         360,000           Tire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES         36,000           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         Included in Management Fee           General Liability         Included in Management Fee           Crime Insurance         Included in Management Fee           Rent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Management Fee         468,130		
Tire Purchases         1,500           Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES         36,000           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         Auto Insurance           Auto Insurance         Included in Management Fee           General Liability         Included in Management Fee           Crime Insurance         Included in Management Fee           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262           Management Fee         468,130		
Expandable Tools         6,000           Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES         36,000           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         Auto Insurance           Auto Insurance         Included in Management Fee           General Liability         Included in Management Fee           Crime Insurance         Included in Management Fee           Rent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262           Management Fee         468,130		
Parts & Supplies         276,000           Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE         43,000           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES         36,000           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         Included in Management Fee           General Liability         Included in Management Fee           Crime Insurance         Included in Management Fee           Rent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262		The state of the s
Office Supplies         5,100           Total         786,300           FIXED CONTROLLABLE         43,000           Tire Rentals         43,000           Total         75,400           UTILITIES         43,000           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         Included in Management Fee           General Liability         Included in Management Fee           Crime Insurance         Included in Management Fee           Rent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262           Management Fee         468,130		
Total         786,300           FIXED CONTROLLABLE           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES           Auto Insurance         Included in Management Fee           General Liability         Included in Management Fee           Crime Insurance         Included in Management Fee           Rent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262           Management Fee         468,130		
FIXED CONTROLLABLE           Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES         36,000           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         Included in Management Fee           General Liability         Included in Management Fee           Crime Insurance         Included in Management Fee           Rent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262		
Tire Rentals         43,000           Telephone         32,400           Total         75,400           UTILITIES         36,000           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES           Auto Insurance         Included in Management Fee           General Liability         Included in Management Fee           Crime Insurance         Included in Management Fee           Rent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262           Management Fee         468,130		786,300
Telephone         32,400           Total         75,400           UTILITIES         7,200           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES           Auto Insurance         Included in Management Fee           General Liability         Included in Management Fee           Crime Insurance         Included in Management Fee           Rent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262           Management Fee         468,130		
Total         75,400           UTILITIES         7,200           Waste Pick-up         7,200           Utilities         36,000           Total         43,200           SEMI-FIXED CHARGES         Included in Management Fee           General Liability         Included in Management Fee           Crime Insurance         Included in Management Fee           Rent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262           Management Fee         468,130		A CALL AND
Waste Pick-up 7,200 Utilities 36,000 Total 43,200 SEMI-FIXED CHARGES Auto Insurance Included in Management Fee General Liability Included in Management Fee Crime Insurance Included in Management Fee Rent Support Vehicle 7,876 Rent Copy Machine 5,400 License & Permit Fee 3,000 Total 16,276  Total Operating Expense 3,971,262  Management Fee 468,130		
Waste Pick-up  Utilities  7,200  Utilities  36,000  Total  SEMI-FIXED CHARGES  Auto Insurance  General Liability  Included in Management Fee  Crime Insurance  Included in Management Fee  Rent Support Vehicle  Rent Copy Machine  License & Permit Fee  Total Operating Expense  Management Fee  468,130	Total	75,400
Utilities36,000Total43,200SEMI-FIXED CHARGESIncluded in Management FeeAuto InsuranceIncluded in Management FeeGeneral LiabilityIncluded in Management FeeCrime InsuranceIncluded in Management FeeRent Support Vehicle7,876Rent Copy Machine5,400License & Permit Fee3,000Total16,276Total Operating Expense3,971,262Management Fee468,130	UTILITIES	
Utilities36,000Total43,200SEMI-FIXED CHARGESIncluded in Management FeeAuto InsuranceIncluded in Management FeeGeneral LiabilityIncluded in Management FeeCrime InsuranceIncluded in Management FeeRent Support Vehicle7,876Rent Copy Machine5,400License & Permit Fee3,000Total16,276Total Operating Expense3,971,262Management Fee468,130	Waste Pick-up	7,200
Auto Insurance Included in Management Fee General Liability Included in Management Fee Crime Insurance Included in Management Fee Rent Support Vehicle 7,876 Rent Copy Machine 5,400 License & Permit Fee 3,000 Total 16,276  Total Operating Expense 3,971,262  Management Fee 468,130	Utilities	36,000
Auto Insurance Included in Management Fee General Liability Included in Management Fee Crime Insurance Included in Management Fee Rent Support Vehicle 7,876 Rent Copy Machine 5,400 License & Permit Fee 3,000 Total 16,276  Total Operating Expense 3,971,262  Management Fee 468,130	Total	43,200
General Liability  Crime Insurance  Rent Support Vehicle  Rent Copy Machine  License & Permit Fee  Total Operating Expense  Management Fee  Included in Management Fee  7,876  7,	SEMI-FIXED CHARGES	
General Liability  Crime Insurance  Rent Support Vehicle  Rent Copy Machine  License & Permit Fee  Total Operating Expense  Management Fee  Included in Management Fee  7,876  7,	Auto Insurance	Included in Management Fee
Crime InsuranceIncluded in Management FeeRent Support Vehicle7,876Rent Copy Machine5,400License & Permit Fee3,000Total16,276Total Operating Expense3,971,262Management Fee468,130	General Liability	Included in Management Fee
Rent Support Vehicle         7,876           Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262           Management Fee         468,130		
Rent Copy Machine         5,400           License & Permit Fee         3,000           Total         16,276           Total Operating Expense         3,971,262           Management Fee         468,130		
License & Permit Fee       3,000         Total       16,276         Total Operating Expense       3,971,262         Management Fee       468,130		
Total Operating Expense 3,971,262  Management Fee 468,130		
Total Operating Expense 3,971,262  Management Fee 468,130		
Management Fee 468,130		
	Total Operating Expense	3,971,262
Grand Total 4.439.392	Management Fee	468,130
	Grand Total	4.439.392